

## Inclusion of Updates from ICD 651, “Performance Management System Requirements for the Intelligence Community Civilian Workforce,” in Defense Civilian Intelligence Personnel System (DCIPS) Performance Management

### Purpose

The purpose of this Fact Sheet is to clarify how DoDI 1400.25, Volume 2011, “Defense Civilian Intelligence Personnel System (DCIPS) Performance Management” will be updated to incorporate new requirements contained in Intelligence Community Directive (ICD) 651, “Performance Management System Requirements for the Intelligence Community Civilian Workforce.” Changes to ICD 651 were made in order to comply with and incorporate the requirements contained in Executive Order (EO) 13526, “Classified National Security Information,” and to implement a measure identified by the Senior Information Sharing and Safeguarding Steering Committee, as communicated in the 11 February 2014 memo from the Assistant to the President for Homeland Security and Counterterrorism.

### Overview

Performance elements are standardized throughout the Intelligence Community and are further defined by work behaviors and descriptors for the different work categories and work levels. The Office of the Director of National Intelligence, in coordination with the heads of the executive departments and independent agencies with IC employees, will identify, validate, promulgate, and from time to time revise, core IC performance elements that are common to all IC employees. The six performance elements, as defined under Section G, part 4 (d) and (e) of ICD 651, for all IC employees are as follows:

Employees	Managers/Supervisors
Accountability for Results	Accountability for Results
Communication	Communication
Critical Thinking	Critical Thinking
Engagement and Collaboration	Engagement and Collaboration
Personal Leadership and Integrity	Leadership and Integrity
Technical Expertise	Managerial Proficiency

*Note: The four elements inside the blue box are the same for employees and managers/supervisors; the remaining two elements in each column are specific as to whether an individual is an employee or manager/supervisor.*

### Updated Performance Elements

To adhere to the information sharing and protection performance requirements included in EO 13526 and implement the measure communicated in the Assistant to the President for Homeland Security and Counterterrorism memo, the Intelligence Community Directive (ICD) 651 was updated to include these expectations in four Performance Elements: **Personal Leadership and Integrity, Technical Expertise, Leadership and Integrity, and Management Proficiency.** In accordance with DCIPS policy, we comply with applicable ICDs. Below are the updated definitions of the Performance Elements in ICD 651,

highlighted to show the new language and their applicability to DCIPS performance management, effective immediately.

<b>Personal Leadership and Integrity</b> <i>Applies to all DCIPS employees</i>	<b>Leadership and Integrity</b> <i>Applies to DCIPS Supervisors and Managers</i>
<p>DCIPS employees are expected to demonstrate personal initiative and innovation as well as integrity, honesty, openness, and respect for diversity in their dealings with coworkers, peers, customers, stakeholders, teams, and collaborative networks across the IC. DCIPS employees are also expected to demonstrate core organizational, DoD, and IC values including selfless service, a commitment to excellence, and the courage and conviction to express their professional views <u>and to constructively address or seek assistance to properly address concerns related to the protection of classified information in accordance with EO 13526.</u></p>	<p>DCIPS supervisors and managers are expected to exhibit the same individual personal leadership behaviors as all DCIPS employees. In their supervisory or managerial role, they are also expected to achieve organizational goals and objectives by creating shared vision and mission within their organizations; establishing a work environment that promotes equal opportunity, integrity, diversity (of both persons and points of view), critical thinking, collaboration, <u>protection of classified information in accordance with EO 13526,</u> and information sharing; mobilizing employees, stakeholders, and networks in support of their objectives; and recognizing and rewarding individual and team excellence, enterprise focus, innovation, and collaboration.</p>
<b>Technical Expertise</b> <i>Applies to all DCIPS employees</i>	<b>Management Proficiency</b> <i>Applies to DCIPS Supervisors and Managers</i>
<p>DCIPS employees are expected to acquire and apply knowledge, subject matter expertise, tradecraft, and/or technical competency necessary to achieve results. This includes <u>employee compliance with EO 13526 regarding the proper handling and protection of classified information in accordance with EO 13526.</u></p>	<p>DCIPS supervisors and managers are expected to possess the technical proficiency in their mission area appropriate to their role as supervisor or manager. They are also expected to leverage that proficiency to plan for, acquire, organize, integrate, develop, and prioritize human, financial, material, information (including classified), and other resources to accomplish their organization's mission and objectives. In so doing, all supervisors and managers are also expected to focus on the development and productivity of their subordinates by setting clear performance expectations, providing ongoing coaching and feedback, <u>constructively addressing or seeking assistance to properly address concerns related to the protection of classified information in accordance with EO 13526,</u> evaluating the contributions of individual employees to organizational results, and linking performance ratings and rewards to the accomplishment of those results.</p>

*Red text indicates new or revised text*

Those Components using systems other than the Performance Appraisal Application tool are required to ensure compliance with the EO by expanding the definitions of the Performance Elements shown above. The revised elements must be communicated to employees and in place a minimum of 90 calendar days before the end of the FY2015 DCIPS performance evaluation period. These changes will be reflected in the revised DoDI 1400.25, Volume 2011, which is currently in formal coordination.

## References

- Executive Order 13526, “Classified National Security Information”  
<http://www.whitehouse.gov/the-press-office/executive-order-classified-national-security-information>
- ICD 651, “Performance Management System Requirements for the Intelligence Community Civilian Workforce”  
[http://www.dni.gov/files/documents/ICD/ICD\\_651.pdf](http://www.dni.gov/files/documents/ICD/ICD_651.pdf)
- DoD Instruction 1400.25, Volume 2011, “DCIPS Performance Management”  
<http://www.dtic.mil/whs/directives/corres/pdf/1400.25-V2011.pdf>